

LAB University of Applied Sciences
Faculty of Tourism and Hospitality
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The Differences in Restaurant Managers' Responsibilities between Independent Formal Restaurants and Hotel Restaurants in Finland

Thesis 2020

Abstract

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The Differences in Restaurant Managers' Responsibilities between Independent Formal Restaurants and Hotel Restaurants in Finland, 52 pages, 2 appendices

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The objective of the research is to show the differences in responsibilities of managers who run different types of restaurants, which are independent formal restaurants and hotel restaurants in Finland. Simultaneously, the author indicates the essential characteristics of an outstanding restaurant manager within Finland for future reference.

The theoretical part of the study provides some key concepts related to the restaurant types, the restaurant managerial work, and leaderships. The empirical part was accomplished by interviewing six restaurant managers, who work in either hotel restaurants or independent formal restaurants in Finland.

The result of the research solves the initial issues in relation to the researching topic. Based on the findings, the author recommends a set of possible elements of an accountable manager in the Finnish restaurant industry. The thesis work would act as a reliable material for those who aim to become restaurant managers in Finland.

Keywords: restaurant management, independent formal restaurants, hotel restaurant, managers' responsibilities, leadership.

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1 Introduction

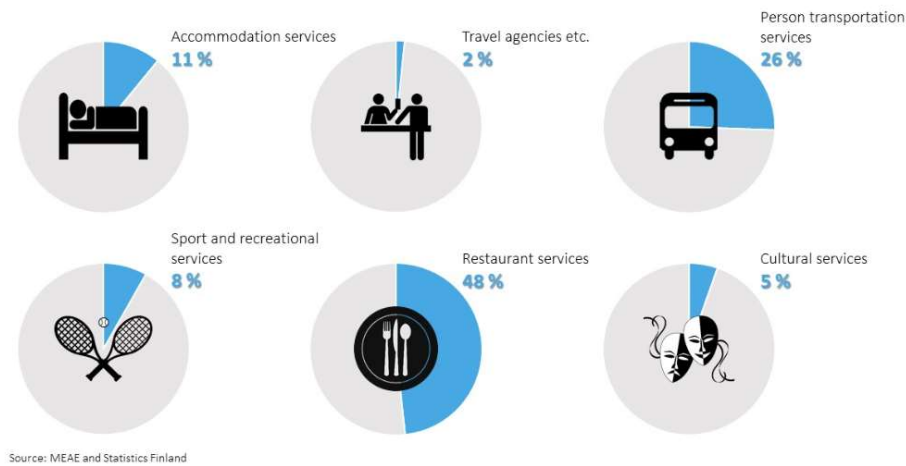
Running one's own restaurant is always a wildest dream of people who are working in the food and beverage industry. Obviously, being a good manager is not simply just completing managerial works, it is also the person's flexibility under any situation. There is a famous quote written as: "*an effective leader allows exceptions to the rule for exceptional results or when circumstance demands*" (Cockkerell 2013). It is appropriate advice for people who are required to be flexible as managers in restaurant business. Despite the fact that a number of managers are expected to operate their restaurant fairly, they do not perform as effectively due to different working environments. As a result, the thesis introduces a topic: the differences in restaurant managers' responsibilities between independent formal restaurants and hotel restaurants in Finland". Since the study introduces the restaurant management in two types of restaurants in Finland, the problem would not be fully covered.

First and foremost, the author decided to conduct the research about the topic of the restaurant management due to her personal interest. She has spent more than a year working in different types of restaurants in Finland. By thoroughly observing and communicating with her managers, she realized that distinctive responsibilities were executed due to different environments despite the same status or position. This issue has raised her curiosity and desire to learn more about their duties in various working surroundings.

Moreover, the author can see the prospect of the restaurant business in Finland, which is an ideal place to develop her future career. This research offers an excellent chance to obtain more knowledge and skills in the field. Moreover, this research is likely to be a useful material for those of similar interest and career.

1.1 Overview of the restaurant industry in Finland

Nowadays, globalization is an essential part in the world economy as well as the Finnish industry. Consequently, many foreigners have chosen Finland for work, study and settlement. This trend has had positive impacts on many industries. One of which is the restaurant sector that is believed to be the most growing business in Finland.



Source: MEAE and Statistics Finland

Figure 1. Distribution of employed people in travel business by sector in 2015 (Ministry of Economic Affairs and Employment of Finland)

According to recent statistics, the hospitality industry generated over 2.6 percent of GDP in Finland (Mara 2017). The industry has created opportunities for 140 200 employees, which account for 5.5 percent of all labour in Finland. The figure 1 shows that the proportion of restaurant workers is 48 percent. This proves the importance of the restaurant business in the field.

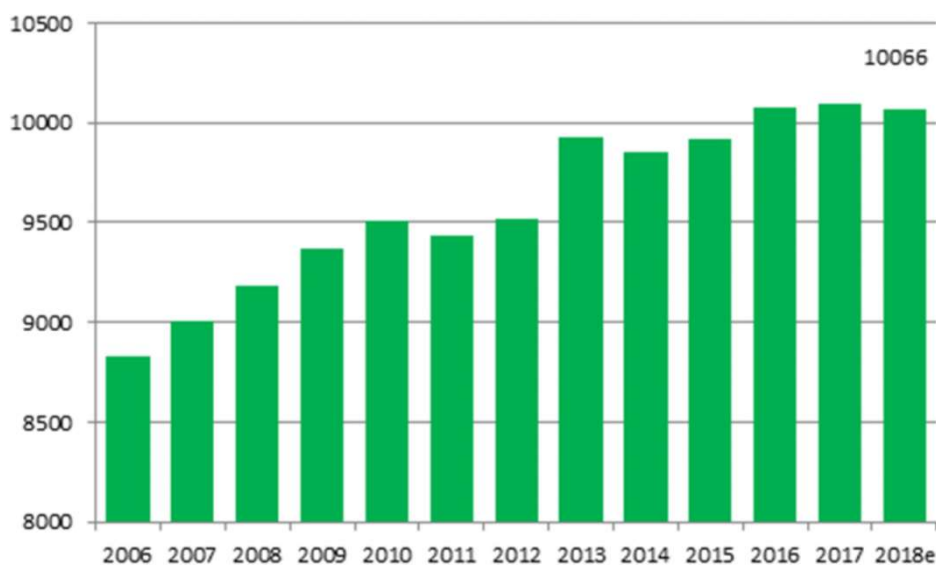


Figure 2. Statistic of restaurant companies in Finland 2006-2018 (Mara 2019)

As illustrated in figure 2, the number of restaurant companies in Finland experienced a steady growth since 2006. It proves that the restaurant business market in Finland is an attractive playground for start-ups, especially international entrepreneurs. In 2018, there were a total of 10,066 food organisations in the country, which were slightly lower than previous years. However, the number is predicted to continue rising in the future.

The development of the food and beverage sector has put more pressure on restaurant managers who need to take prompt action for their premises' survival in a competitive market. At the same time, the restaurant industry is facing profound lack of skilled workers, which is presented as a big challenge for restaurant management (Yle 2020).

1.2 Aims

The thesis work is concerning restaurant management; therefore, the first objective is to understand the roles and responsibilities of restaurant managers in the food service industry in Finland. Moreover, the thesis would compare the duties of managers in different working environments including independent formal restaurants and hotel restaurants. Furthermore, the research aims to explore other dimensions of restaurant managers such as qualifications, experience, leaderships, and communications. Eventually, the author suggests principles of a significant restaurant manager in the Finnish food service market.

The work emphasizes on answering the main question **“What are the differences in responsibilities of managers between independent formal restaurants and hotel restaurants in Finland?”**. Meanwhile, the thesis also solves some sub-questions to comprehensively support for core inquiry:

- Why are restaurant managers important?
- What are the responsibilities of restaurant managers in Finland?
- How do managers apply their knowledge and skills at work?

1.3 Delimitations

The scope of the research is narrow since the Finnish restaurant market is enormous. The author decides to choose two types of restaurants which are

similar in size and quality; therefore, the results cannot cover the whole industry. Moreover, the results might not be accurate at different stages, as the industry is continuously changing and the people are constantly improving to adapt to new challenges and new environments.

The research method of the thesis is also considered as a limitation. The qualitative method concentrates on the quality of information's sources which includes the understanding, feeling and attitude of the participants. Therefore, it takes quite a lengthy time to collect and analyse. As a result, the number of interviewees is limited to six people. In consequence, the outcomes might not be applied for all circumstances in the industry.

1.4 Research Methods

The research is going to be conducted by means of qualitative method with a view to understand the feeling, attitude and intention of the participants. This kind of qualitative method allows the author to approach a small number of individuals who meet the criteria of the research to gain the insights according to behaviors, attitude and motivation (Wilson 2003).

In this regard, the author will organise in-depth interviews with three managers in independent formal restaurants and three others in hotel restaurants in Finland. The interviews would be held in either face-to-face interaction ,or the e-communication via Skype or similar applications. When it comes to face-to-face interviews, the author collects data by noting down and recording using technological devices. In terms of online interviews, the data are gathered by recording the conversations with participants. The data collected are transcribed and coded by its characteristics in order to produce results.

1.5 Structure of the thesis

The thesis comprises five chapters. Chapter 1 introduces the researching topic, justifications of choosing the topic and the overview of the restaurant industry in Finland. Then, it presents the aims and delimitations of the research. Additionally, the research approaches and methodology are also described in this unit.

Chapter 2 contains some concepts about the restaurant industry and two kinds of restaurants selected. The two following theoretical chapters present the responsibilities and qualifications of restaurant managers correspondingly. In chapter 5, the author explains some concepts about the leaderships and communications in restaurants. Chapter 6 describes empiricism in which the author will explain the research methods, the process of collecting data and how to analyse them. The author shows the analysis of the information and indicates the findings from the interviews in chapter 7. The following chapter compares the restaurants managers' aspects between hotel restaurants and independent formal restaurants in the Finnish restaurant industry. Chapter 9 contains the author's suggestions on how to become a remarkable manager in Finland based on the findings of the research. The final chapter consists of the author's conclusion and evaluation of the research. After that, the sources of reference, figures and tables are compiled. The appendix, which are invitation letter and the interview questions structure, stays at the end of the thesis.

2 The key concepts of hotel restaurants and independent formal restaurants

The restaurant business is an important sector in the service industry since eating out is one of the favourite social activities (Walker 2011, p. 4). As the economy grows, the demands of enjoying food away from home increase significantly. In order to adapt the rapid change of the market, many types of restaurants such as fine-dining, bistro, cafeteria are created. Indeed, the market is becoming more diverse and competitive, as consumers have more choices when eating out. Based on characteristics, locations and target customers, the food industry is divided into various sectors as followed: hotel and tourist accommodations, restaurants (traditional and specialist operations), popular caterings (cafes, pizzas, grills, coffee shops), fast-food restaurants and takeaways (KFC, McDonald), retail stores, events/banquetings, leisure attractions, welfare caterings, licensed trades (public houses, clubs), transport caterings and outdoor caterings. Most of the sectors mentioned above belong to general market which serve all kinds of guests, while some of the categories provided services for limited types

of customers such as transport caterings, clubs or private welfares (Cousins, Lillicrap & Weekes 2019, pp. 30-31).

| Service method | Service area | Ordering/section | Service | Dining/ consumption | Clearing |
|---------------------------------------|------------------------------------|-----------------------------------|-------------------------------------|-----------------------------------|----------------------------|
| Table service | Guest enters and is seated | From menu | By staff to guest | At laid cover | By staff |
| Assisted service | Guest enters and is usually seated | From menu, buffet or passed trays | Combination of both staff and guest | Usually at laid cover | By staff |
| Self-service | Guest enters | Guest selects items onto a tray | Guest carries | Dining area or take away | Various |
| Single point service | Guest enters | Orders at single point | Guest carries | Dining area or take away | Various |
| Specialised or in situ service | Where the guest is located | From menu or predetermined | Brought to the guest | Served where the guest is located | By staff or guest clearing |

Table 1. Service methods (Cousins, Lillicrap & Weekes 2019, p. 53)

Table 1 shows various types of services used in the food service industry. Table service is the most common method that is widely used in restaurants or food premises. Waiters can serve plated service, silver service or butler service that are used in their restaurants. In the study, the author mentions that both kinds of restaurants have high level of service, which leads to the conclusion that table service is a must for any chosen restaurant.

2.1 Hotel restaurants

Operating restaurants within hotel premises is increasing due to the development of the transportation and tourism industry. Although restaurant services are considered as secondary activities beside accommodation services, the food and beverage department plays a crucial role in the operation of the hotel in order to fulfil demands of customers (Cousins, Lillicrap & Weekes 2019, p. 30).

Depending on the scale of the hotels, the size and number of the restaurants might be varied.

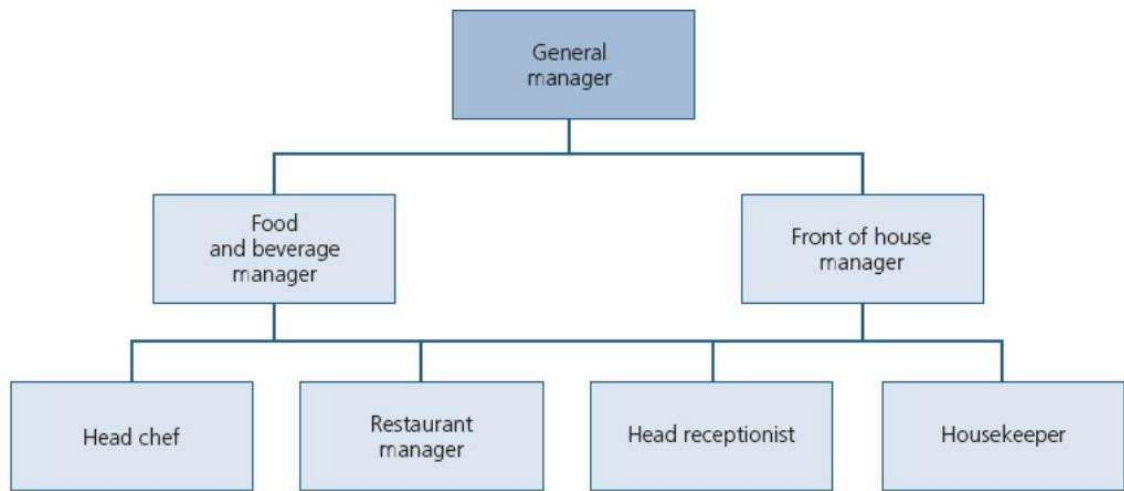


Figure 3. Small hotel personnel organisation (Cousins, Lillicrap & Weekes 2019, p. 57)

Small hotels, which are rated from one to three stars, usually have only one multipurpose restaurant that combines food and bar sections (Sufi 2019, p. 241). As a result, the organisational system is not complicated.

On the contrary, high star-rated hotels require more effort in running restaurant business. In order to satisfy customers, who come from different regions and cultures, hotel operators run more than two outlets in a hotel complex including international restaurants, local-oriented restaurants, bars, room services, restaurants for VIP areas. The level of services and quality of these premises are expected to be superior, and the menu price is set high-end. For example, Abraj Kudai hotel, located in Mecca Saudi Arabia, has the largest number of food and beverage outlets in the world, which is 20 premises (Sufi 2019, p. 241).

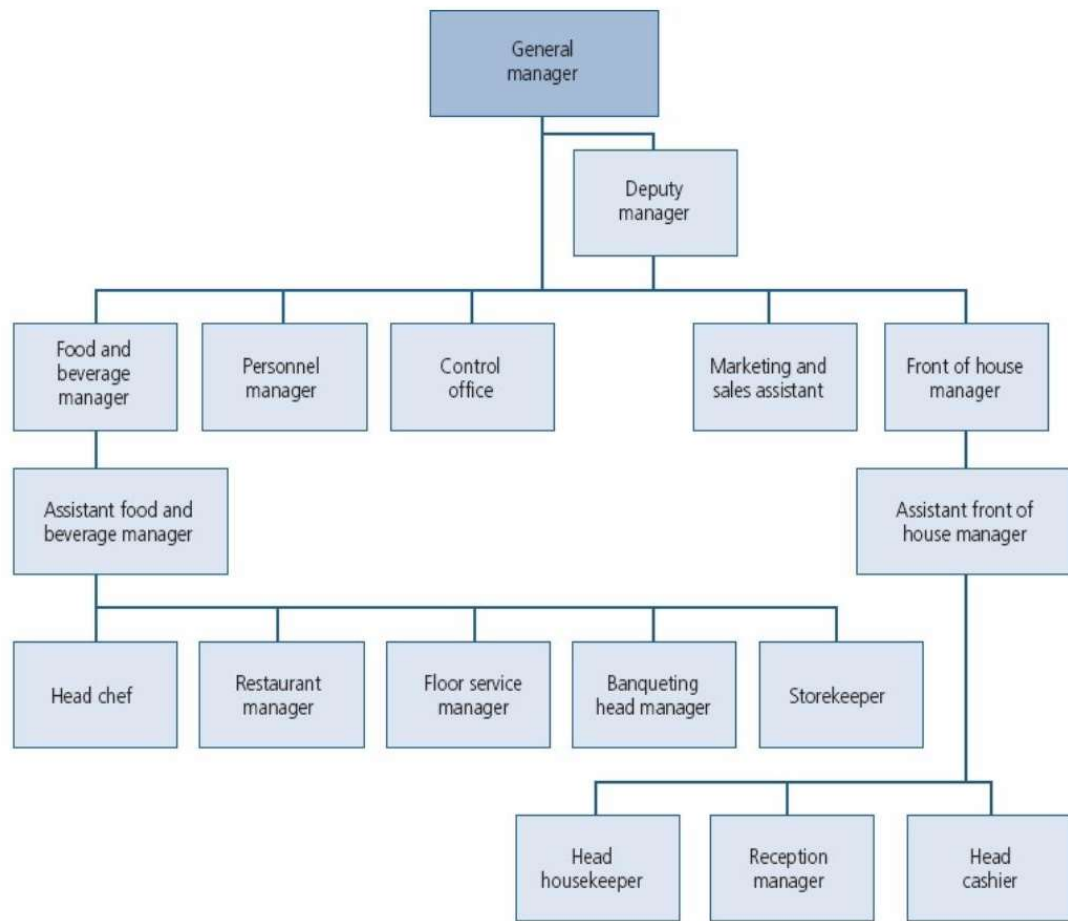


Figure 4. Large hotel personnel organisation (Cousins, Lillicrap & Weekes 2019, p. 59)

As shown in the chart above, the management system of a big hotel contains more levels than the one in a small hotel due to the differences in the quantity of F&B outlets. Moreover, many management positions are added to the system such as assistant food and beverage manager, floor service manager, banqueting manager, and storekeeper. Hence, restaurant management in large hotels requires more working contribution.

2.2 Independent formal restaurant

The restaurants were originally developed from hotel restaurants by talented chefs who want to build up their own businesses. (Cousins, Lillicrap & Weekes 2019, p. 30). These restaurants have high standards of food and services; hence, the menu price is high. Nevertheless, owning private food

premises seems to have become easier in recent years. The entrepreneur could just have a certain amount of money and a business plan, then a new restaurant is opened ((Walker 2011, p. 26)

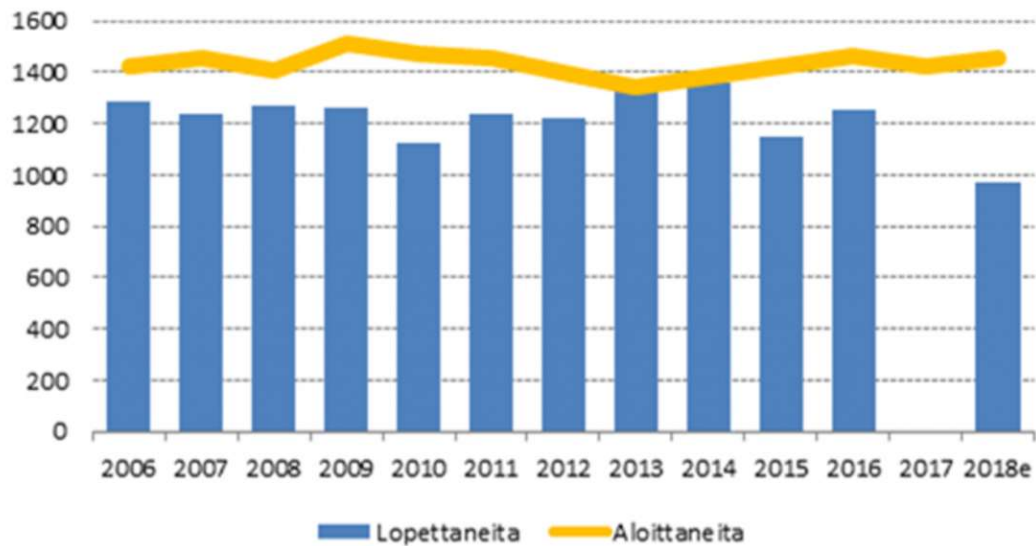


Figure 5. Restaurant openings and closings in 2006-2018 (Mara 2019)

The situation of restaurants opened and closed in Finnish market between 2006 and 2018 is illustrated in Figure 2. It can be clearly seen in the graph that the restaurant sector slightly fluctuated in a decade. Since 2013, the number of new restaurants had been gradually increasing, meanwhile, the closing businesses considerably decreased, especially in 2018 when the gap rose to 400 restaurants compared to an average of 200 restaurants. The statistics claimed the attractiveness of the Finnish restaurant market for entrepreneurs during this period of time.

An independent formal restaurant can be defined as an individual food premise which provides formal dining etiquette, atmosphere, and high-quality menu. The type of service used is often table service. Based on the quality offered, the menu price varies from medium-high to high-end. Due to the diversity of the food service market, there are numerous kinds of restaurants considered as independent formal restaurants. For instance, first class/ fine dining restaurants,

bistros, ethnic restaurants, themed restaurants, international restaurants. The owners of these restaurants could be responsible as head chefs/ restaurant managers or crucial investors. (Walker 2011, pp. 15-18)

2.3 Comparisons

In comparison with independent restaurants, hotel restaurants have some different factors in goals and operation.

Firstly, the dining service in independent restaurants acts as a primary activity, while the food and beverage department is a secondary service in hotels. On the one hand, since the food and beverages are the main and only offered product, the target segmentation is wider. On the other hand, a hotel restaurant is just an additional service to fulfil hotel guests' satisfaction. Thus, the key segmentation here is room renters who are staying in the hotel. However, the hotel restaurants still welcome walk-in guests to generate larger profit.

Secondly, the operational systems in hotels appear to be larger than those in independent formal restaurants. Since the independent restaurant has only one emphasis which is dining service, the personnel system of the restaurant is simple. On the contrary, a hotel is the combination of various departments, and food and beverage is one of the biggest units. As a result, the management level system is more complicated as can be seen in Figure 4.

Last but not least, menus seem to be less diverse in hotel restaurants. The reason is that hotels welcome several customers from different cultures and regions in the world. As a consequence, the choices of food and beverages tend to be more neutral or international, which can satisfy the majority of guests staying in the hotel. Meanwhile, independent formal restaurants have more chances to create their unique menus, which makes them stand out in a competitive market.

3 Responsibilities of restaurant managers

Restaurant managers play crucial roles in restaurant operations. Generally, they are in charge of the administrative and organisational work in food and beverage premises (Cousins, Lillicrap & Weekes 2019, p. 60-61). They are involved in all

activities including planning, marketing, financing, staffing, handling customer service so as to keep premises run smoothly and profitably. Moreover, they are the bridges to connect employees together so that communication is clear and obvious, which will increase the efficiency and enhance the work performances. In this section, the author provides a completed overview in relation to restaurant managers' responsibilities. According to characteristics, the responsibilities of restaurant managers are divided into four descriptions which are strategic management, quality management, human resources management, customer relationship management.

3.1 Strategic management

Strategic management is defined as *“a framework for analysing the environment, for integrating the firm's activities, for learning and adapting to change and for creating value both in the present and into the future”* (Amason 2011, p. 54). This action keeps the organisation running smoothly and maintains efficiency and profitability. Indeed, strategic management is an indispensable task that restaurant managers cannot skip in their daily work routine.

Planning is an initial part of strategic management, in which restaurant managers design the developing directions for their restaurants. The plans are divided into strategic plans and operational plans depending on the length of the implementing time. Organizational plan is also called a short-term plan which lasts from 1 to 12 months. Strategic plan is launched to drive the restaurant towards its visions and missions in a long period of time, usually from three years to ten years. (Walker 2011, p. 296). The management team evaluates the prospects of the restaurants in means of adopting the SWOT analysis to see its strengths, weaknesses, opportunities, and threats compared to competitors. By understanding the position of the restaurants in the market, the managers should be able to work towards solutions to attain dominant positions for their restaurants in the market. (Walker 2011, p. 296).

Forecasting appears to be a key element of developing plans, which indicates the possible events that might happen in the forthcoming future. Forecast report is done by carefully reviewing reports, trends, statistics of previous periods as

well as assessing other objective conditions such as occasions, weather. Restaurant managers make the forecast reports at the beginning of the day/week to anticipate the number of guests, the amount of sales, menu choices so that they are able to develop the most feasible strategies to promote productivity and to prevent loss and waste of material. (Walker 2011, p. 297).

After producing a fine forecasting report, managers set **goals and strategies** for their restaurants (Walker 2011, p. 297). There are plenty of key factors related to profitability that restaurateurs need to focus on, including sales, guest satisfaction, guest loyalty, purchases and types of costs. By establishing specific goals, managers can adopt coherent strategies to operate the restaurants. For instance, if the goal is to increase customer satisfaction, managers should put forward more training for improving employees' skills, and strictly supervise the process of producing and serving the dishes. Furthermore, they might impose some changes to the layout and environment so that customers could enjoy their food while at their most comfortable state. (Walker 2011, p. 297).

Organising is the phase when measures are adopted so that tasks are done correctly and effectively. This work is usually done before the operation day, managers assign suitable tasks for specific employees. In order to finish this function appropriately, managers need to understand restaurants' activities as well as their employees. Having an efficient organisation and precise work distribution might contribute to the increase of work performances and customer satisfaction. Arranging an adequate number of workers in a shift also needs to be considered. (Walker 2011, p. 298). For example, when the restaurant is busier than usual, the manager has to prepare for filling in or calling for backup workers.

The biggest goal that most restaurants would like to achieve is profitability; therefore, **budgeting and financing** is an indispensable factor that managers should pay attention to. Profit is the result of formulation, in which operating cost is less than revenue. Hence, not only do managers put effort on launching tactics to maximize the sales, they also need to minimize all the controllable costs. There are numerous sources of expenses that could be controlled during operation including labour costs, energy costs and raw material inputs (Walker 2011, pp. 243 - 252). Labour costs account for the largest proportion of total costs. For that

reason, managers should wisely arrange an adequate number of employees to reduce unnecessary expenditure. The energy costs can be decreased by switching off all electronic equipment and devices when they are not in use. Restaurant managers control the purchases of raw material inputs by reviewing the plans and forecasts for the week to avoid ordering too much ingredients. (Walker 2011, p. 244).

3.2 Quality management

Restaurant managers have authority to define the quality level of the restaurant. Simultaneously, they lead and encourage employees to work forwards to the standards that they have set. The factors that managers keep their eyes on are correspondingly food quality, alcohol beverage and employees' performance. (Walker 2011, p. 231)

Food quality is evaluated by the process of preparation, preservation, cooking and serving. The manager is responsible for ensuring the quality and sanitation of serving food in order to follow the control plan completely. Furthermore, they need to prove that their restaurants are eligible for operation by providing necessary documents to the Finnish Food Authority. In Finland, the food safety is the top priority; therefore, all the restaurants are under authorized supervision (Evira, Ely, etc). Furthermore, the data about food control are recorded by a publication system called Oiva. (Finnish Food Authority 2019).

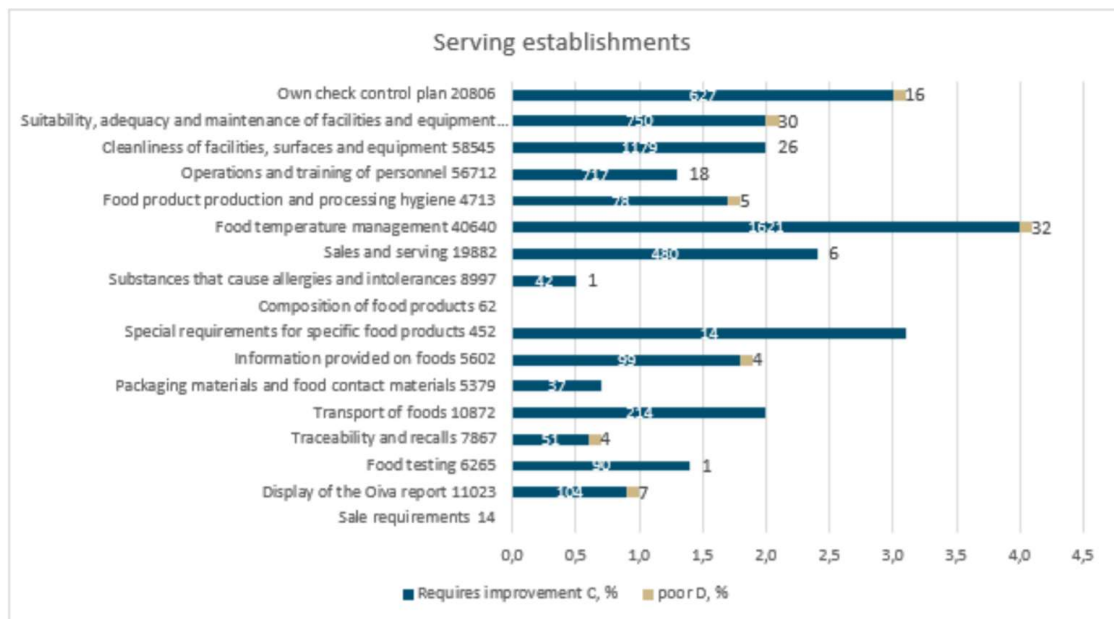


Figure 6. The require improvement and poor rating under inspection of food services in 2018 (Finnish Food Authority 2019)

In order to maintain the food quality, inspectors come and check the premises in following criteria: control plan, suitability, adequacy, maintenance of facilities and equipment, cleanliness of facilities, surfaces and equipment, operations and training of personnel, food production and processing hygiene, food temperature management, sales and serving, substances that cause allergies and intolerances, composition of products, special requirements for specific food products, information provided on foods, packaging materials and contact materials, transport of foods, traceability and recalls, food testing, display of the Oiva report and sale requirements. Restaurants are required to follow the principles dutifully so as to avoid serving low quality food which might negatively affect customers' health. (Finnish Food Authority 2019)

Controlling the alcohol beverage in restaurants is an essential task in Finland where the government imposes strict regulations on serving and consuming alcoholic products. Before establishing a restaurant, the manager must apply for licenses to serve alcohol beverages and ensure that employees are eligible to carry out the selling process. Some marketing actions of alcoholic beverages should be performed with caution to avoid breaches of prohibitions (Valvira 2018).

The initial requirement of employees working in the food and beverage industry in Finland is passing the exams for hygiene proficiency and alcohol passport (for those serving alcoholic beverages). Managers need to check these certificates during the recruitment stage.

Performance management is closely related to overall service standards as well as customer satisfaction because restaurant workers are those who directly involve in food preparation (back-house staff), interaction and serving (front-house staff). This refers to “*what’s, how-to’s and how-well*” of the work in the restaurant business. It is necessary for managers to create an evaluation system so that employees’ performances are tracked. By checking the performance and communicating with associates, managers can give feedback, reward extraordinary individuals, and provide more training for inadequate ones. This tracking system can help the manager enhance productivity and build a healthy working environment. (Walker 2011, p. 301).

3.3 Human resources management

Staff is the core element in operating restaurants; accordingly, building and leading a dream team is challenging for most managers. The mission requires not only dedication but also a high level of emotional quotient to balance diverse personalities in the workplace. The duties of restaurant managers in human resources comprise recruitment, training, encouragement, and communication.

Recruiting is a complicated process which contains many steps such as marketing, interviewing, selection, and probation. The manager seeks for suitable candidates by advertising via tools such as websites, social media platforms, or any relevant suitable tools. Then, the most potential applicants are rigorously selected from interview rounds to move on probation. The process does not simply aim to find the most skilful people but also those who fit in the team the most (Walker 2011, pp. 325-329). Although knowledge and skills are the most essential factors to employ workers, positive attitude towards the position is a necessary aspect affecting the recruitment. The manager as a recruiter need to open his mind to evaluate and select the most suitable team members (Walker 2011, p. 329)

A good manager is said to “*be always willing to coach others*” and “*take a dull moment and make it time for teaching*” (Boso 2014). Depending on the organisational systems in restaurants, managers can directly do the training or assign the task to experienced or appropriate trainers. However, managers take responsibility to publish the staff handbooks or training guidelines so that all workers achieve the same professional level of skills regarding the restaurants’ standard. (Walker 2011, p. 350)

Restaurant worker is a stressful occupation as it requires both physical and mental health due to its characteristics. Employees usually work from eight to ten hours which are pretty much lengthy, but they maintain a positive attitude under any circumstances. This might lead to frustration and resignation after a short duration of work. The question is how managers can motivate their associates at work. Since motivation originates from each person’s mindset, managers only need to activate it (Walker 2011, pp. 300-301). Communicating is the key measure to solve the problem. Listening actively associates’ aspiration, giving them advice and feedback, rewarding for good performances, and creating opportunities for promotion are possible factors that might encourage employees to work more effectively. (Walker 2011, p. 300)

Beside motivating employees, managers have to handle conflicts to keep a healthy working environment. Disagreement is unavoidable since everybody has their own points of view on certain problems. When conflicts happen, managers should keep calm and discuss the problems with a neutral attitude. (Walker 2011, pp. 304-307)

3.4 Customer relationship management

The major earning resources of restaurants come from customers purchasing, therefore, creating harmonious relationships is an imperative action to improve customer satisfaction and increase the number of loyal customers. Customer relationship management consists of customer services and marketing communications.

In restaurant operation, managers have responsibility to supervise and support staff’s process of delivering services according to the restaurants’ standards

(Walker 2011, p. 231). The primary objective of outstanding customer service is to create customer loyalty. Customer journeys should be assured to fulfil customers' demands, which is a key factor to encourage them to return. In contrast, if problems such as complaints, compensation, ill-qualified food arise, managers should act immediately to mitigate or eliminate the negative outcomes. (Walker 2011, pp. 231-233)

The management team makes every decision on the marketing process. Based on thorough observation of daily operation, managers are able to generate potential tactics to attract new customers (such as promotion, gift cards) and develop groups of loyalty customers (such as loyalty cards, membership offers) (Walker 2011, p. 438). Additionally, interacting with guests via channels is an effective way to widen brand recognition (Walker 2011, pp. 441-443)

4 Qualifications of restaurant manager

Not everyone could become a professional restaurant manager, a position requires knowledge and skills acquired in a certain period. This chapter interprets qualifications needed for a restaurant manager.

4.1 Essential knowledge and skills

There are hardly any academic documents stating that a managerial position requires a specific level of education (such as bachelor's degree, or vocational certification), or experience in the food and beverage industry in a certain number of years. However, in practice, since the occupation demands candidates to take a huge load of duties and responsibilities, education backgrounds and experience significantly matter.

Restaurant managers should comprehensively understand and conduct well the service sequence in the restaurant because "*a manager is the master of all positions*" (Boso 2014). They should be always ready to help their associates on delivering customer service when in need.

One of the main duties is operating staff; hence, leaderships and organizational skills are key requirements. With those skills, managers should integrate the team

and enhance the work performances effectively. In the next sub-chapter, the author will discuss further about leaderships.

Good interpersonal skill is an indispensable aspect of managers owing to the fact that communication plays the role as a major means to conduct the daily work. Managers have to make quick and accurate conversations every working day, which maintains the working flows between staff and ensures the excellent services. Therefore, their ability to convey dialogs should be at a remarkable level. (Walker 2011, pp. 299 - 300)

In an operation, numerous issues could arise such as customer dissatisfaction, unqualified ingredients, lack of staff, staff conflicts. Managers should be assertive people who can make decisions rapidly and precisely (Walker 2011, pp. 298 - 299). Therefore, practising decision-making skill ought to be done before taking up the position as a manager.

4.2 Other external factors

The first and foremost factor that should be considered when choosing to become restaurant manager is working availability. Due to the requirement of being flexible, managers have extraordinary working timetables and lifestyles compared to other nine-to-five officers. Moreover, working hours could vary from 8 to 10 hours or even longer. They might not have day-offs or holidays for a long time. Therefore, restaurant managers should be in good condition both physically and mentally. Furthermore, they should be prepared to be called even during holiday if serious problems arise. (James & Baldwin 2003, p. 20).

Another crucial factor is customer mindset. The nature of a restaurateur is communicating with customers with welcoming gestures; thus, he should be a "*people person*". During service sequence, even if customers are annoying or overly strict, the manager should be patient and calmly handle the problems. (Walker 2011, p. 299)

5 Leaderships

Leaderships skills is one of the most important skills of restaurant managers. This section presents the styles of leaderships and ways to successfully lead a team in a restaurant.

5.1 Styles of leaderships

In this part, the author introduces and discusses the 3-D leadership model, a classic framework which has been used for years, and it is still applied in management and research study nowadays.

The 3-D leadership model is invented by Professor Bill Reddin, in which he indicates the grid that a significant manager's behaviours should be measured. The three dimensions mentioned refer to the "task-orientation", "relationship orientation" and "effectiveness". While "task orientation" deals with the level of leading the organisation towards company's objectives, "relationship orientation" shows personal relationships among superiors and subordinates. On the other hand, "effectiveness" measures the success of a manager. (Reddin 1983)

By evaluating the effectiveness based on the relationship and task orientation, Bill Reddin released four styles of management: separated, related, dedicated and integrated. The separated management, the least effective style, is the one which focuses on the deviations correction, creates all the principles and makes people follow. The related management considers the organisation as a social system where everyone is involved, whilst dedicated management concerns the productivity and independent work. On the contrary, integrated management is considered the most effective management style. This is because it emphasizes on building a healthy working environment by enhancing teamwork and improving communication networks. (Reddin 1983)

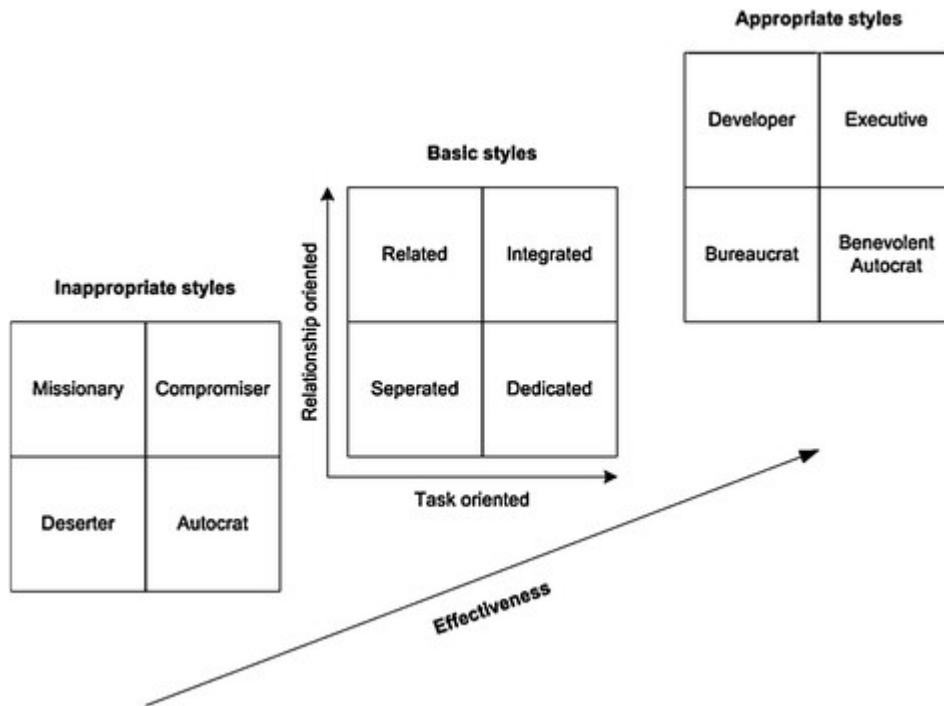


Figure 7: Reddin's 3-D model of leadership effectiveness (Ebermann & Scheiderer 2013)

To conclude, this division of leaderships styles can help managers self evaluate their performances. As a result, they can change and improve themselves depending on the current situation to maximize the effectiveness at work.

5.2 Leading a team in restaurants

Undoubtedly, running a restaurant is a complicated process that demands plenty of knowledge and skills. A competent management refers to the ability of balancing all the factors in restaurants from efficiency to staff satisfaction. Basically, all restaurants are similar, as the customer experiences are not likely to be measured. The outstanding point is to be exceptional in both human of service and the service itself. Therefore, human resource is regarded as "*valuable asset and competitive advantage*" of many successful restaurants all over the world. To ensure that the same effort is made, managers need to lead the team instead of simply managing them (Walker 2011, p. 290).

Building a strong team is essential when operating restaurants as it is attributable for the high performances and productivity. A team is described as a group of

people who share the interlinked tasks to achieve mutual goals. In the meanwhile, team building is the process of connecting the members who are responsible to corporate and encourage the others in order to accomplish high-quality performances at work (Bender & Darlene 2002). Managers act as influencers and leaders to support the cooperation of the team.

The leader of an excellent team is the person who has the right visions, missions, and goals. Visions illustrate the expected images of the restaurant in the future, while missions explain the restaurants' purposes and brief description of values, which are provided to customers. Goals are made in relevance to the visions and missions, which should be transparent, accurate and specific. The goals are followed by strategies and accomplished in cooperation with the teams (Walker 2011, p.291).

Leading the team is not only assigning the tasks, but also stimulating members to be involved. In other words, it is encouraging employees to come up with their ideas to contribute to the success of the work. This is the reason explaining why communication is vital , especially in restaurants where people need the rapid and precise communications. (Walker 2011, p. 299).

Nonetheless, it is a fact that discord between management and employees has been existing in many working places. The core problem is that the employees are not warranted to wholeheartedly focus on their performances. People working in the restaurant industry, which include cooks, servers, bartenders, stewards, cleaners, earn low wages despite high physical labour intensity and lengthy working hours. These characteristics make the labour market in the restaurant industry impermanent and unstable. As a leader, the manager needs to create an ideal environment for employees to work and to be willing to stay in the restaurant. (Walker 2011, p. 292)

In a nutshell, an excellent crew does not need a manager, they need a leader who can show them the right directions and connect members to be a strong organisation.

6 Research Methodology

According to the core inquiry of the thesis, qualitative method is chosen as the main research method. When coming to the topic of restaurant managers' responsibilities, the author concentrates on observing participants' opinions, feelings and behaviours which are unlikely to anticipate precisely. As a result, the research method, which emphasizes in-depth dimensions rather than statistical factors, seems to be more feasible for the researching topic (Greener 2008, p. 80). While quantitative method aims to provide large quantities of results, qualitative method supports the researcher in seeking more detailed data, which embrace all the sides of the research questions (Barbour 2008, p. 11). Additionally, due to the qualitative method's nature as an iterative process, the research will generate new explanations and hypotheses that influence the results (Barbour 2008, p. 31).

In qualitative research, interviews are major means to gathering data. This way of collecting data helps the study conductor obtain full understandings of the problems. Interview is a process requiring thorough preparation due to barriers in cultural differences despite speaking the same language (Qu & Dumay 2011). There are three ways to perform interviews including unstructured, semi-structured and structured interviews. Selecting the suitable method would help researchers collect an extensive database.

In this thesis, the author applies a semi-structured interview for the procedure of data collection. The interviews are conducted in one-by-one method. Open-ended questions are the most common used in the interview outline since they allow interviewees to express their thoughts and opinions. By using this method, the interviewer will create opportunities to expand the discussion beyond the initial questions. Moreover, the interview conductor should smartly draw the conversation so that both parties can expose spontaneous and unpredictable ideas rather than giving rigid answers. (Barbour 2008).

6.1 Research design

The research is designed to explore all aspects of managerial position and understand the roles and duties of managers in restaurant operation in Finland.

The framework of the interview is developed based on three questions from the beginning: why, what, how?

First of all, the author discovers “why are restaurant managers important?” As explained in the beginning of the study, restaurateurs play essential roles in restaurants: team leaders, motivators, and instructors. They ensure every activity run smoothly. Understanding the roles of restaurant managers acts as a foundation for establishing the interview structure.

The second question presents the “what” question, which investigates aspects around management such as knowledge, experiences, and qualifications. Addressing this question will help the author identify principal components that should be added into the interviews to acquire the richness and diversity of the data.

Eventually, the research should explain “how” managers can make use of their abilities to operate restaurant functions effectively. These questions will be answered by the experts who have spent many years in restaurant management.

By properly evaluating leading questions, the author decides to divide the interview design into 4 themes. Theme 1, also known as introduction, demonstrates the current situation of managers (managerial position, experience), and their restaurants (size, organizational chart, the number of employees). Theme 2 requires responses on overall responsibilities and details about the working sequence of the managers in operating restaurants. Theme 3 contains consultations from interviewees about qualifications, skills, and knowledge of an accountable manager. The last theme displays the curiosity of the interviewer about the communication among associates and leaderships styles of the managers. In general, the interview structure is organized to cover significant aspects of a restaurateur.

The interviews will gather necessary information excluding personal and company confidential information of the interviewees. Every ethical issue of the research is guaranteed by the interviewer through mutual agreements.

6.2 Population and sampling

The study is aimed at the Finnish restaurant market; therefore, all the candidates must be working in restaurants in Finland. The target population of the research would be divided into two groups: managers of independent formal restaurants and managers of hotel restaurants.

The independent restaurants and hotel restaurants which are mentioned above need to fulfill some criteria listed below:

- The restaurants serve the food and beverages at a high level of service standards.
- The service method is table service, in which customers are served at laid tables. Some types of this service could be plated service or silver service.
- The hotel restaurants need to belong to hotels rated from three stars to five stars.

The participants who are chosen to attend the interviews need to adapt all the requirements above to ensure the preciseness and objectivity of the research. Since the main purpose of the study is comparison of restaurant managers in two types of restaurants, the author tries to select typical representatives from two target groups to increase the reliability of the results.

6.3 Research Process

After the interview structure was finished, the author distributed the list of questions and the invitation letters to potential restaurant managers. According to defined target groups, the author accessed potential interviewees in many ways. Initially, the author listed out the restaurants that met the research criteria. Then, she contacted restaurant managers via emails or social media platforms or went directly to the restaurants to invite them to participate in the study and set appointments. Unfortunately, due to the stressful situation of coronavirus lockdown, some face-to-face meetings had been delayed or cancelled. The interviews were rearranged to online meetings via communication applications such as Skype, Microsoft Teams. All respondents are kept anonymous and their information is used for research purposes only.

6.4 Data Collection

There are six interviews held in which one of them was face-to-face and four conversations were online. Four respondents are working in Helsinki and the others are located in Lappeenranta and Levi, Finland. The interviews were scheduled by the end of March and beginning of April 2020. All the interviews were recorded, at the same time, the important information was jotted down during the interviews. Afterwards, the author transcribed word-by-word the content in the recording files. In order to save time, the author transcribed only adequate data that are relevant to the research questions. This process provides the author resources of data for further analysis (Flick 2016). The table below summarises interviews' information.

| Interviewee | Length of interview |
|-------------------------------------------------------------------------|-----------------------|
| Restaurant Manager (hotel restaurant). – A1 | 20 minutes 33 seconds |
| Restaurant Manager (hotel restaurant) – A2 | 19 minutes 53 seconds |
| Restaurant Manager (hotel restaurant) – A3 | 15 minutes 27 seconds |
| Restaurant Manager / Owner (independent formal restaurant) – B1 | 20 minutes 39 seconds |
| Restaurant Manager / Co-founder (independent formal restaurant) – B2 | 30 minutes 12 seconds |
| Restaurant Manager (independent formal restaurant) – B3 | 25 minutes 00 seconds |

Table 2. List of interviewees

All the interviewees are coded to retain their anonymity. Since the goal of research is comparison, the attendees will be divided into two groups: the managers in hotel restaurants are coded A, while the managers in independent formal restaurants are coded B. Also, the interviewees are marked with numbers as proof in the Table 2. Besides, the attendees are referred to “he”, regardless of genders.

6.5 Data Analysis

After completing the process of data collection, the recorded data are transformed into transcriptions. Since the essence of the thesis is comparative study, the author uses the thematic coding as the main method of analysing the data. This method aims to differentiate opinions among social groups and ensure the correlation of the research by defining topics and opening to the related views (Flick 2016, pp. 281-356). Specifically, the data collected from the interviews are classified into four main themes (chapter 7). Subsequently, the author makes comparison between group A and group B within each theme. Eventually, the key findings are summarized in a table with detailed explanation.

6.6 Validity and Reliability

Validity and reliability are judging principles in verifying the authenticity and credibility of the study outcomes despite the diversity of research methods. These criteria could be measured by the resources of literature and interview arrangements. The research considering valid is evaluated by internal validity and external validity. Internal validity refers to theory studies, whilst external validity is related to interview structure. (Carter & Porter 2000, pp. 29-30)

In this thesis, the author ensures the internal validity by carefully choosing theoretical information from credible books written by well-known authors and researchers. In the meanwhile, the external validity is measured according to the interview process. The interview questions are designed based on the theoretical framework, and the discussions between interviewer and participants. The research data bank is retrieved from transcriptions of the interview records, which need assuring manageability, readability, learnability, and interpretability (Flick 2016, pp. 281-356).

The reliability is the factor keeping the results consistent. With the aim of studying the restaurant management behaviours, the selected candidates for interviews are the experts in the field, who have significant experience as restaurant managers in Finland. As a result, the data collected for researching is reliable.

7 Research Results

Six interviewees are currently working as restaurant managers, particularly, three of them work in hotel restaurants and the others work in independent formal restaurants. This helps to increase the reliability of the thesis work, indeed, the research provides more detailed insights about the responsibilities of restaurant managers.

In chapter 7, the author presents the answers regarding the interview questions. The purpose of results' explanation is to provide readers comprehensive pictures of restaurant managers' work in hotel restaurants and independent restaurants in Finland.

7.1 Theme 1: Restaurants introduction

This theme presents information of the organizational structure of hotel restaurants and independent formal restaurants where the interviewees are working. This theme is the fundamental element affecting the managerial factors, which will be discussed in further sections.

7.1.1 Hotel restaurants

All three restaurants belong to four-star hotels all around Finland. According to the standards of the hotels, the restaurants serve high quality dishes and beverages with table service method. As a result, the menu price is luxurious in order to commensurate to the quality of the dishes.

Manager A1 is currently running two small-sized restaurants in a four-star hotel in Levi, a famous destination for skiing lovers in Finland. Two restaurants lie next to each other, one has 25 seats, and another has 36 seats. The total number of employees are 12 people, following the organizational system including a

manager, a head chef and a supervisor, waiters, cooks, and kitchen helpers. A1 has been in this position for a year and a half.

A2 has contributed 1.5 years working as a restaurant manager for a luxurious hotel in Lappeenranta. He operates a restaurant with a capacity of 150 people, and it can carry the maximum of 200 guests. There are 11 staff working in the restaurant. The managerial system starts with a hotel general manager, followed by a food and beverage manager also known as a restaurant manager, then, coming to a head chef and a duty manager, waiters and cooks stay at the end of the chart.

A3 has worked as a restaurant manager of a hotel restaurant located in the central of Helsinki city for a year. The capacity of the restaurant is 135 seats and up to 200 seats when it is crowded. The operation is performed by the contribution of the restaurant manager, an assistant manager, two supervisors and ten employees.

7.1.2 Independent formal restaurants

Managers participating in the interviews are working in restaurants located in metropolitan areas (Helsinki, Espoo, Vantaa). All the restaurants have the same level of quality and standards of service. Specifically, they serve the a la carte menu, and use the table service as the main method. The menu price is ranging from medium to high-end and the presentation of the dishes is highly appreciated.

Nonetheless, there are some minor differences in terms of concepts, sizes, and administration systems of the restaurants. The author will briefly introduce the situation of each independent formal restaurant.

To begin with, B1 manages a fusion restaurant with the inspiration of Vietnamese cuisine. The restaurant is located in a densely populated region of Helsinki; therefore, the main segmentations are the officers and local people. The restaurant has 30 seats and can serve the maximum of 45 guests. There are six employees working in the restaurant in total; four of which are working in the kitchen and the rest are responsible for front tasks. There is only one manager;

however, there are shift supervisors responsible for maintaining the smooth operation when the manager is absent.

B2 works as a manager for a Chinese restaurant located in a big shopping centre. Due to the ideal location, the restaurant welcomes many types of customers such as shopping visitors, tourists or officers working in the same building, and it is extremely busy on the weekend. The restaurant has a total of 50 seats and can contain a max capacity of 60 people. The manager leads a team of six people, and he is mainly responsible for front - house staff. Meanwhile, two cooks are working under supervision of a head chef.

The last manager is B3, working in an Italian restaurant located in the bustling street in the heart of Helsinki. The restaurant attracts many pedestrians and tourists who desire to enjoy great delicacy inspired by Italian cuisine. There are 12 employees working in the restaurant; half of which in the kitchen and another half on the front side. The manager runs the restaurant with the support of two supervisors representing both sides.

7.2 Theme 2: Managers' responsibilities

In the second theme, the author indicates the responsibilities of restaurant managers. The objective is to discover what are their general tasks and what duties they must undertake daily.

7.2.1 Organisational duties

According to all the participants, they agreed that the biggest responsibilities were ensuring the smooth operation and supporting staff.

As other restaurant managers, A1's responsibilities were generally keeping the restaurant running and making profit. However, he believed that it was more important for him to stay behind his associates and encourage them to work effectively, since he knew only when staff understands the missions, the performances would be improved.

In the meantime, A2 emphasized that the responsibilities of the manager strongly depended on the owner's decisions. Making profits and following KPIs (key

performance indicators) were prioritized. Besides, he worked on making marketing plans such as local marketing and controlling the inventory of the restaurant. A2 also stated that 50 – 80% of his work, which was customer service, was the same as other associates. This helped him maintain the stable services delivery, good customer satisfaction as well as employees' performances. His daily routine usually began with checking the adequate amount of staff and appropriate orders.

A3 seemed to share similar goals with other hotel restaurant managers, which were achieving the target revenue and supervising the workflow in the restaurant. Also, he was responsible for the quality of staff, in which he ensured all employees own proper skills including basic knowledge and soft skills in restaurant operation. For him, it was a crucial task to lead and develop staff in order to guide them to become better and more mature in the career. As a result, observing and giving feedback on the spot after work were one of his daily tasks.

B1 has been running an independent restaurant, hence, following the legal responsibilities, reports, taxes, and local rules were part of his general duties. Customer service, staffing, and managing marketing channels were indispensable tasks. His daily work included checking inventory and ordering supplies if needed. Simultaneously, he said that communicating with stakeholders, such as customers, co-founders, associates, and suppliers, was vital, because it helped him control the steady flow of the daily operation.

Meanwhile, manager B2 had similar views with B1 regarding managers' responsibilities. Due to the fact that his business was independent and small, he needed to take care of every procedure in running the restaurant from recruiting, training staff, managing budgets, planning menus, licensing to making promotions, logistics, and administrative works. Every working day, he observed staff's performances and motivated them to ensure that all sanitary regulations were followed. If there were some unexpected problems from customers, he would solve it by providing guests with appropriate compensation. Also, due to the situation of the restaurant, he could oversee and monitor schedules, duties, and responsibilities of the workers. The daily work ended with checking profitability by reviewing financial transactions and reports.

Manager B3 seemed to have the same duties with two other independent restaurant managers. He was in charge of running the restaurant according to the owner's requirements. The general works of being a manager were dealing with suppliers, managing sales and working hours according to the budget, managing the restaurant's staff and making sure that they had the right tools to perform their duties. His daily tasks were almost similar to other restaurant managers, which were arranging the adequate number of people based on the sales forecast and budget, ensuring that the staff followed the restaurant's standards. Besides, he made sure that deliveries had been done appropriately in order to meet the demands. Moreover, he stated that it was a must to keep the restaurant environment safe for both employees and customers.

7.2.2 Administrative works

The administrative works of the managers who have worked in hotel restaurants were quite similar. Three interviewees' responses contained preparing the rosters, arranging schedules, checking the inventory, and ordering goods and materials in restaurants. According to A1, the number of tasks varied depending on the week, for example, he would plan the menu when needed. For A2, he spent once a week doing his paperwork such as tracking the profitability reports, checking orders, inventory, making table plans and answering customers' feedback. A2 would do the rosters every third week of the month. Meanwhile, A3 checked emails and events' information, and followed up other lists of work everyday.

In terms of independent restaurants, managers appeared to cope with large amounts of paperwork. B1 had responsibilities to follow up suppliers, check inventory, pay the invoices weekly, and work with the accounting company, send payroll information for the accounting team monthly. In the meantime, B2 added that when opening a restaurant business, he must register several forms of businesses, taxes, and permits for the Building Control, Food Control, and Rescue department, and other relevant. In addition, he needed to update regular reports, tax withholdings, forwardings of withheld finds and wage garnishments annually. A3 mentioned that it was important to communicate with other

associates to check on the working hours, and it usually took him two or three days per week to finish them.

7.2.3 Hiring and training staff

All the respondents were participating in the process of hiring and training the staff.

According to A1, he took care of all the recruitment and training process. He pointed out that giving on-the-job training, and working together with staff were the best way to motivate them and ensure the quality of service. Meanwhile, A2 and A3 joined the hiring and training procedure along with the Human resources department of the hotels. Specifically, A3 sent a request to human resources about the necessary number of people, then he would interview potential applicants and make a decision of employment. When coming to the training process, A2 said that it was his responsibility to inform the staff about the necessary training offered by the company. Manager A3 also worked on the training process, of which he designed the training guidelines and implemented them along with his assistant and supervisors. Both A2 and A3 agreed that human resources provided training on hotels and their quality standards.

Interviewee B1 took part in all the stages of recruitment from looking for potential candidates to interviewing and selecting suitable workers. He mentioned some characteristics for choosing staff such as flexibility, multi-tasking, customer mindset and proactiveness. On the contrary, B2 only recruited new workers, while the supervisor provided training. Nevertheless, manager B2 set up the mutual standards and guidelines for all employees. From his points of view, the workers should be calm and careful instead of rushing, which can lead to accidents. Manager B3 had the similar working process with manager B2. He rarely joined the training directly but assigned training responsibilities to the professional workers. From B3's point of view, it was essential to keep the right number of people, in case of sick leaves or other circumstances, and to encourage people to be opened and helpful.

7.3 Theme 3: Managers' qualification

To run a restaurant successfully, a manager should acquire some certain knowledge and skills. In this part, the author shows opinions of managers about what qualifications a person should have to become a restaurant manager.

7.3.1 Education background

In terms of interviewees working in hotel restaurants, all of them have had bachelor's degrees in tourism or hospitality management. However, they had some differences in the view of educational background.

A1 believed that a restaurant manager did not need a degree as there were more important factors including experience of the industry, skills, mathematical skills and willingness to learn new things. He claimed that the most important characteristic was interpersonal skill because the industry had plenty of strong personalities to deal with.

Manager A2 said that it was necessary to either have a degree or certificate in the field, or diverse experience from the field. He shared the same opinion with A1 in which a manager needed to understand formulas so as to know how to get profit. Fundamental knowledge in the restaurant was a must when working as restaurant managers in Finland. Furthermore, familiarity of MARA TES system was indispensable. He listed some essential characteristics such as *“open – minded, good with numbers and people, interested in restaurant business and ready to put all effort without counting hours”*. The most crucial ones were mathematical skills and good interaction with people.

Interviewee A3 had the same point of view with A2, where a degree was needed for managers. For him, there were several knowledge and skills a leader should have as followed: basic and soft skills, leaderships, knowledge of food and beverages, foresights, champion change, driving the result and working cooperatively. He indicated leaderships was the most important skill.

Three managers in independent restaurants had the bachelor's degree, however, only B3 studied in hospitality management, while the others had educational background in Finance.

B1 made a list of imperative skills to become a manager including communication skills, flexibility, problem solving, and customer mindset. Sharing the similar ideas with A1 and A2, finance was the most important skill. By understanding numbers, he kept track of the profitability or loss of the restaurant so that the management team could develop suitable strategies.

According to B2, a relevant degree or higher national diploma in business management, hospitality management or catering would be prioritized; nonetheless, there were also apprenticeships available in the industry at an average level. Adding to knowledge and skills mentioned by other managers above, B2 thought that a successful restaurant manager should be organized, communicate effectively, and be able to handle problems quickly and efficiently. In addition, all managers including restaurant managers should have exceptional leaderships. In particular, he communicated and listened actively to the employees, which could result in strengthening employees' relationships and encouraging them to take ownership of their roles. He believed that a manager should be reliable, and be able to explain what staff needs to do and how to do.

The manager B3 strongly assumed that vocational school is minimum. A manager needed to obtain understanding in food safety and hygiene regulations, as well as reading budgets. Additionally, he stated all the skills were equally important. A manager's characteristics ought to contain confidence, business awareness, leaderships, creativity, and emotional intelligence, which was especially critical when dealing with interpersonal issues within staff members.

7.3.2 Working experience

Interviewees participating in the research replied that restaurant workers were required wide experience to be promoted to a managerial position. Most of them supposed that experience was more important than any qualifications.

A1 has been working in the restaurant industry for over 20 years, and most of the time he was a manager. He could not determine an exact amount of time for a person to become a manager because some people might learn and develop themselves better than others. In the meantime, manager A2, who had 18-year experience in the field, stated that the opportunities were usually opened for in-

house staff. The normal process started with being restaurant staff, duty manager and restaurant manager correspondingly after understanding comprehensively the restaurant and hotel. He also mentioned that the procedure of being a manager might proceed faster in bigger cities such as Helsinki. In terms of respondent A3, he has spent seven years working in the restaurant sector, and it took him two years to be promoted to the manager of the current restaurant. He declared that a five-year period is the minimum time in which a restaurant worker could obtain enough basics and skills to adapt to the standards of a manager.

B1 divided the process of becoming a leader into three phases, which lasted from two to three years. In the first year, a person got familiar with all tasks in the restaurant. Then, he began to lead a small team in the second stage. Eventually, he could learn more about marketing and management before officially becoming a restaurant manager. Manager B2 agreed with A3 in the minimum time in the field which was a five-year period in order to have adequate experience to cope with different situations. Apart from the similarity in opinions of the required experience, interviewee B3 claimed that luck played an essential role in applying for managerial positions.

7.4 Theme 4: Leaderships styles and communications

Leaderships and communication skills are considered as foremost aspects of a restaurant manager. In this part, the author investigates the leaderships styles of interviewees and how they communicate with their associates.

7.4.1 Leadership styles

Generally, the managers in the research had a tendency to balance the task orientation and relationship orientation. Three managers who have been working in hotel restaurants said that they put all effort in increasing the sales as well as building an ideal working environment, in which employees were allowed to express and develop themselves. Particularly, A1 shared his style is to be the “*mama bear*”, who was understanding, humane, strict and fair because he believed that only when his associates trusted him, he could build a strong team in the restaurant.

Nevertheless, managers in independent formal restaurants had different directions in operating their restaurants.

Manager B1 followed the relationship - oriented style because he thought that creating close relationships among the manager and employees in a small restaurant could encourage them to contribute ideas for the restaurant's development. He also mentioned some pros and cons of the style. On the one hand, this leaderships style could help him build a strong and cohesive team who committed to the work for a long time. On the other hand, this close relationship to each employee was hard to be remained when the business became bigger.

In contrast, manager B2 usually concentrated on the proficiency and efficiency of the restaurant. However, he understood that relationships among the staff and manager were also important because the decrease in personnel satisfaction led to a time-consuming and cost-consuming recruiting and training process. He found that it is difficult to employ a suitable person who got accustomed with the business stuff and worked efficiently. Therefore, B2 intended to balance both aspects. His style of leaderships significantly affected the way he made decisions at work.

Similar to most participants, B3 was currently endeavouring to mix both task orientation and relationship orientation and apply them regarding certain circumstances. This was believed to specifically affect the way the staff performed. For example, if the manager was too strict or too easy going, the restaurant might be dysfunctional.

7.4.2 Communication inside organisation

According to the responses, face – to – face conversation was the most popular method used to create communication among associates so that the clarity and coherence of the dialogs were increased and misunderstandings are avoided.

Interviewees A1 shared an interesting method how he communicated with his employees. Manager A1 would rarely consider his staff subordinates since he knew that he was a part of the team. Also, his principles when leading the team were based on respect and credibility. In terms of communication with

subordinates, along with face – to – face dialogs, A2 made use of boards to inform news and update guidelines. Manager A3 suggested that he caught up with his staff effectively by holding discussions with each individual monthly, whilst B3 organized meetings every two weeks to review the performances of the unit as a whole. In the meantime, B2 shared that he made considerable effort to build a clear culture at work so that everyone could finish their tasks in appropriate manners and be accountable for their responsibilities.

When facing superiors, A1 always avoided making excuses and prepared solutions for issues in order to prove her responsibility. Both A2 and A3 had meetings with their superiors weekly or monthly to present their financial reports and discuss further strategies. B1 spent one day per month to see other co-founders to go through the statistics, and they exchanged information via online applications if problems arose.

8 Comparison on restaurant managers' responsibilities between hotel restaurants and independent formal restaurants in Finland.

By reviewing the findings that are collected from interviews, the author makes a summary and draws comparisons to indicate the differences in the restaurant managers' responsibilities between hotel restaurants and independent formal restaurants in Finland. In other words, this part will reasonably answer the core inquiry of the thesis work. The differences of managers working in two kinds of restaurants are briefly shown in table 3 . The details will be discussed in further sections.

| | Hotel restaurant | Independent formal restaurant |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisational and supervisory duties | <ul style="list-style-type: none"> • More level of management • Sharing managerial work with lower level of management • Having other departments to deal with some stakeholders | <ul style="list-style-type: none"> • Less level of management • Undertaking management work by themselves • Communicating directly with stakeholders |
| Administrative work | <ul style="list-style-type: none"> • Less documents to deal with | <ul style="list-style-type: none"> • More documents need solving |
| Staffing | <ul style="list-style-type: none"> • Doing recruitment and training process along with human resources department | <ul style="list-style-type: none"> • Doing the recruitment by themselves • Not usually directly training new staff |
| Qualification, knowledge, and skills | <ul style="list-style-type: none"> • Having degrees or certificate in the field of hospitality and restaurant management • Lengthy experience • Usually promoting from lower positions to higher positions | <ul style="list-style-type: none"> • Not prioritized on degrees in the field • Having education in business management or vocational school • Seem to have less experience |
| Communication and leadership | <ul style="list-style-type: none"> • Have many levels of higher management | <ul style="list-style-type: none"> • Do not have superior / work under management of owner / work together with co-founder |

Table 3. Differences in managers' responsibilities between hotel restaurants and independent formal restaurants in Finland

8.1 Organisational and supervisory duties

Overall, all managers, who participated in the research, have the same general responsibilities, which are supervising the operation of the restaurant in a smooth and effective way and supporting their staff in delivering services and products to customers. They engage in every activity including planning, forecasting, marketing, creating attractive promotions, checking inventory, and carrying out customer service along with their employees. As mentioned in the theoretical section, they play roles as “masters of all positions” (Boso 2014). More importantly, restaurateurs are considered as decision makers of tactics and measures in running the operation.

On the one hand, hotel restaurants have larger organisational systems. As illustrated in figure 3 and figure 4, there are three to five levels of management in restaurants operated in hotels. Additionally, interviewee A2 also describes the organisational system in his hotel, which is presented in the table 8 below.

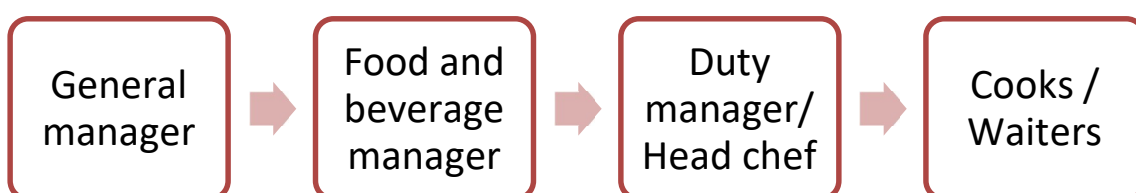


Table 4. Basic organisational system in a four-star hotel restaurant in Finland.

Because of the larger managerial system, the significant decision-making processes of the restaurant are undergone by the whole management team but not only the restaurant manager. Also, the manager can share their work related to managerial issues to lower management levels such as duty manager or head chef. Additionally, the whole accommodation company is divided into many departments; therefore, the food and beverage manager can reduce some workload in some respects, for example, logistics and human resource department.

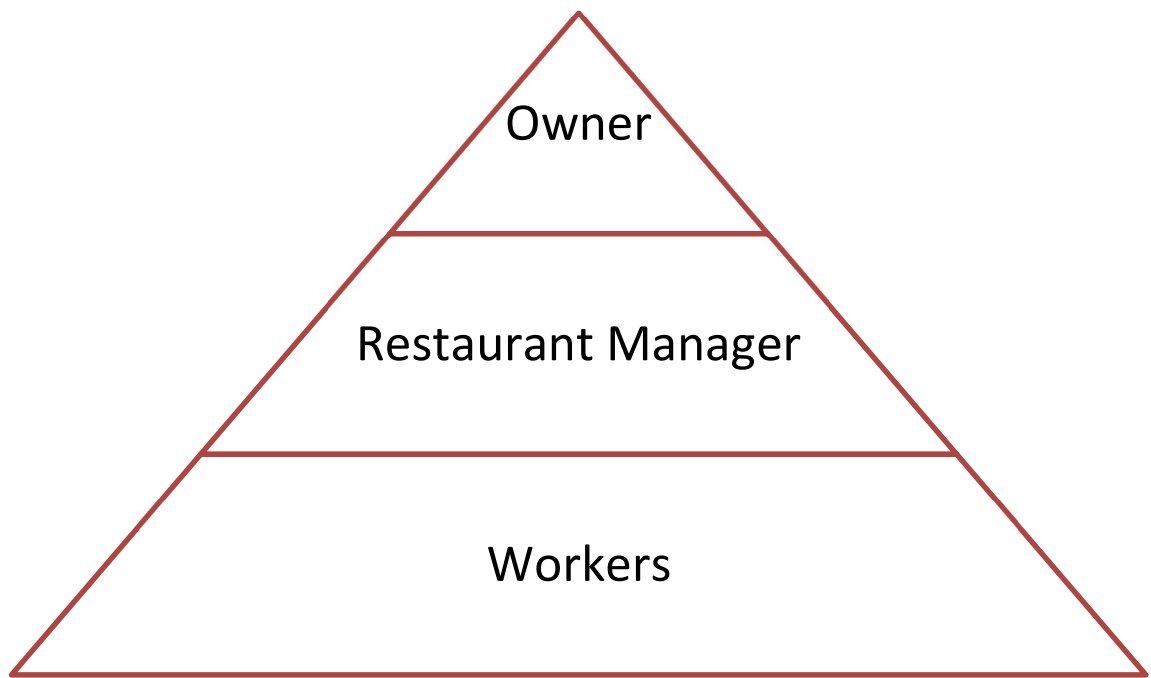


Table 5. Example of managerial system in independent formal restaurant in Finland

On the other hand, independent formal restaurants appear to have a simpler system of management, as shown in table 5. As a result, the restaurant managers are mainly responsible for making important decisions within the premises. Moreover, respondent B2 mentioned that the managers in small restaurants must do every managerial task and communicate with many stakeholders by himself, for instance, suppliers, accounting companies, relevant authorities.

8.2 Administrative works

There are many similar documentaries that restaurant managers regularly deal with. The day-to-day administrative tasks include checking daily lists, responding to customer feedback, and providing solutions for adverse complaints. Besides, there are documents that need to be completed weekly or monthly such as organizing schedules, checking inventory and invoices, ordering supplies and goods, making revenue/ profitability reports.

However, managers in independent formal restaurants seem to have more administrative work to accomplish than those working in hotel restaurants. A

reason explaining this difference is that hotel companies have other departments, for example logistics or finance. The independent restaurant managers have to work with government authorities for permissions of food control, and rescue departments, taxes, and regulations.

8.3 Staffing

It can be clearly seen from the results that most the managers involve in the procedure of recruitment and training. Potential candidates are interviewed and selected thoroughly by the managers to get the most suitable employees. Simultaneously, the managers are those who set quality and outlines of training programs so that all employees follow the similar standards of the restaurants.

The staffing issues of hotel restaurants are intervened by the restaurant managers along with the human resources department. On the contrary, managers in independent restaurants need to conduct these tasks on their own. Nevertheless, they might not be directly involved in the training program but assign this responsibility to a skilled trainer.

8.4 Qualification background, knowledge, and skills

All restaurant managers agree that it is better to have a certificate or a degree in the field of hospitality or restaurant management. However, they assume that professional experience is more crucial when seeking a restaurant manager. Knowledge of food and beverages is the essential property of a manager. Besides, business and customer mindset, management skills and leaderships are indispensable. Five out of six participants consider finance and interpersonal skills are the most important components that a manager should own.

According to the outcomes of the research, the managers of independent formal restaurants do not have degrees in the field; however, they have comprehensive knowledge in the business management; and they also have less experience than hotel restaurant managers. Most restaurant managers in hotels have a degree in hospitality management and have experience in the field for over seven years. At the same time, those working in hotels are usually promoted from lower

position to higher position, for example, a person is accepted to work as a waiter before being promoted to a duty manager, then to a restaurant manager.

8.5 Communication and leadership

There are not many differences in the leadership styles and methods of communication among the restaurant managers in hotel restaurants and independent restaurants. The only point, the author can detect, is management levels, in which hotel restaurants have many superiors that share and discuss the directions and strategies on operating restaurants, while the managers in independent formal restaurants could be the highest position in the organisation system.

In this respect, the managers all endeavour to balance the task orientation and relationship orientation style because they believe that human professionalism accompanies the achievement of the business. In addition, restaurant managers prefer to communicate with associates via face-to-face conversation rather than indirect methods so as to retain the effectiveness and coherence in communications.

9 A good restaurant manager in Finland

In this chapter, the author will give some recommendations on how to become a good restaurant manager in Finland. The suggestions are built up by making advantages of the theoretical materials and applying the findings from the great managers in Finland. The author introduces five factors that affect considerably to an accountable manager.

Firstly, it is highly recommended for future restaurant managers to participate in a course or even a degree related to restaurant management because this is one of the fastest ways to set up a solid foundation in the food and beverage industry. Also, a business course is highly appreciated for an entrepreneur since it will provide proper understanding and methods that are useful for the future. Meanwhile, an internship or apprenticeship course is an ideal selection for people

who have short of experience and desire to obtain practical knowledge and skills by on-the-job training programs.

Secondly, a good manager must competently perform all the tasks during operation and be willing to support the staff to deliver service under any circumstances. Furthermore, remembering the arrangement of the restaurant is attributable for the process of solving problems. Another additional point is the awareness of the employees' ability so that the manager can arrange the work more systematically and increase productivity.

Thirdly, as recommended by most of the interviewees, financial analysis is considered one of the most important skills in running a restaurant. Initially, managers should be able to read the budget plans so that they can estimate and adjust the resources and controllable costs. Afterwards, it is necessary to understand the financial statement to acknowledge the profitable/loss situation of the business. According to the financial reports, managers can implement new strategies for approaching greater efficiency.

Fourthly, interpersonal skill is another must-have skill of every restaurant manager. Accordingly, emotional quotient plays a significant role in handling the issues in communication with both associates and customers. Becoming masters in emotional leaderships, managers can come up with reasonable and sophisticated solutions for internal and external problems within the restaurants.

Finally, a good manager means a good leader. A good leader would try to balance the productivity requirements and relationships with employees. He either overly promotes the efficiency factors but creates stressful relationships with associates, or neglects the work performance and just concerns employees' feelings. The manager would improve two aspects together by receiving staff's contributions and ideas while strictly evaluating performances and providing appropriate training.

To sum up, the author has been presented five elements that she believes to contribute to a successful restaurateur. This section is expected to provide good resources for those who wish to apply for restaurant managerial positions or are

on the way to open their own restaurants so that they can be well-prepared for effective work performance.

10 Conclusion

In conclusion, the manager acts as a crucial component in making a profitable restaurant business. Depending on the types of the restaurants, managers have different missions and means to achieve them. In this thesis research, the author provides certain responsibilities of restaurant managers in Finland. She has made a completed comparison to show similarities and dissimilarities between the responsibilities of managers working in hotel restaurants and those in independent formal restaurants. The results of the research show that despite the majority of similarities in the responsibilities between hotel restaurants and independent formal restaurants, there are radical differences in terms of the organisational systems, supervisory and administrative works, procedure of recruitment and training, leaderships and communication styles. The differences seem to be minor; however, they dramatically affect the way the managers follow up their tasks and duties.

The research outcomes have fulfilled initial objectives of the thesis, which answer the questions of the managers' roles, responsibilities, means of implementing the duties, and criteria which create a good restaurant manager in Finland. The validity and reliability are ensured by credible resources of literature and representative samples who have gotten certain achievements in the field. The author expects the thesis work would be useful for people who are studying and working in restaurant business. Furthermore, the data collected in the research might aid further studies in restaurant management in general and responsibilities of restaurant managers in particular.

1. Figures

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4. Appendices

1. Appendix 1: Cover letter

COVER LETTER

Dear Restaurant Managers,

I am Nguyen Minh Anh, a student in LAB University of Applied Sciences, Lappeenranta. I am conducting my thesis work on the topic: “The differences in Restaurant Managers’ responsibilities between independent formal restaurants and hotel restaurants”.

I am writing this letter to invite you to participate in an interview which is related to the topic. We can arrange a face-to-face or online appointment (via Skype, Zoom or Microsoft teams). The purpose of the interview is collecting the information about your responsibilities in restaurant operation as a manager. All the information I received will be anonymous and just be used for the research only. The interview questions are enclosed below. If you are interested in the study and want to participate in the interview please contact me via email: mi-nguyen@student.lab.fi.

I am sincerely grateful for your help. I look forward to hearing from you. Thank you for your time.

Best regards,

Nguyen Minh Anh

2. Appendix 2: Thesis interview structure

INTERVIEW STRUCTURE

Part A: Introduction

1. Could you shortly introduce yourself?
2. Introduce briefly about your restaurant
 - Size of the restaurant, number of seats.
 - Number of employees
 - Organizational system of the restaurant.
3. How long have you worked in the restaurant industry?

Part B: Information related to responsibilities

1. What responsibilities do you have to take as a manager generally?
2. What are your daily tasks to carry out to ensure the restaurant runs smoothly?
3. What paperwork do you have to do and how often?
4. Are you the one who is responsible for staff hiring and training, if yes, how do you maintain the staff quality in the restaurant?

Part C: The information concerned to the qualifications

1. What qualification that a restaurant manager need?: vocational school, bachelor, master degree
2. Do you think how much experience and how long a restaurant worker can become a manager?
3. What knowledge needed to become a restaurant manager?
4. Which essential skills that a manager need to own and which one is the most important

Part D: Communication and leadership

1. How do you communicate with your subordinates?
2. How do you communicate with your superior (if you have) and how often you need to report the restaurant working situation to your superior?

3. What type of leadership are you: proficiency oriented who concern more about the efficiency of the restaurant, or relationship oriented who put priority in communication with employees, or you balance both of them?
4. How do you think leadership style will affect the way you undertake your duties?